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*Final draft*WHAT A CAREER IN CIA MEANS TO YOU

This booklet has been designed primarily for new CIA employees in order that they may better understand the full meaning of a career of service with the Agency. Those employees who have been longer with CIA will already be aware of much of the information presented herein, and many of them have actively participated in developing various aspects of the Agency's Career Service Program. In the belief, however, that even the "old hands" will find the booklet interesting and informative, it is being given to all employees.

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This is the story of [REDACTED] and his career with CIA. It's actually much more than the story of one man. It's a description of a Career Service Program that is unique to the Government. This booklet describes the program primarily in terms of what it means to [REDACTED] career employee. Finally, this is your story. Everything which happens to [REDACTED] can or will happen to you.

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The Career Service Program of CIA has now been developing within the Agency for several years. It is well under way and will continue to improve. It is primarily your program, not a management device or a product of a benevolent or paternal association. It will be what you make it as you participate in it.

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[REDACTED] has, in this booklet, a variety of different experiences. All of them are possible to the career employee of CIA, but here in this one pack-

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age all of them do happen to [REDACTED]. This could be the story of [REDACTED]

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[REDACTED] too, because in CIA women share equally with men the opportunity for a career.

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It is necessary to point out that all of the things which happen to [REDACTED] in this booklet are not necessarily authorized by Regulations, at the present time. Some of the processes he finds himself in, some of the benefits he receives, and some of the things which, in general, happen to him are not possible at the moment this booklet was prepared. Some are almost ready and others are still just being studied. Together, however, they form a picture of a program, parts of which are already in operation and other parts of which are being prepared at the present time.

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As we first see [REDACTED] he has no association with CIA. He could be an employee of another Government agency. He could be an instructor in a university. He could be a big game hunter or a university student. For the purpose of this story, however, [REDACTED] has had a general education, some foreign

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travel, staff work in a government agency, experience as a platoon leader in the Army, and extensive experience in liaison and public relations work for a trade association.

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The prelude to his connection with CIA comes about in a way that won't begin to touch [REDACTED] directly until somewhat later. The Office of Collection and Dissemination submits a requisition for Mr. [REDACTED] or rather, for some potential careerist like him. Under the Career Service Program of CIA there are several interesting and unique things about this requisition. First, an examination of responsibilities and work load has indicated that a certain type of individual is required to assume a set of duties and responsibilities, and this information has been incorporated into a personnel requisition. The fact that a requisition is submitted means that the requester knows of no other career employee in the Agency who is both available and qualified for the specific job or type of activity that has to be done. Secondly, the requisition reflects a decision that there is a permanent, continuing need for a career employee of this sort. It reflects the decision that there is a career for the person to be employed with gainful productive work for him to accomplish.

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Perhaps your specialty is clerical or secretarial work. You also were selected for your potentiality and your capacity to develop your skills and your value to the Agency, and the requisition which concerned you indicated that there was a permanent continuing need for a career employee like you. One of the Agency's greatest hopes with respect to clerical and secretarial personnel is that these employees will seek a career with CIA and will seize the opportunity to develop themselves to assume progressively more responsible duties in administration and in the "professional" activities of the Agency.

It is to be noted that the requisition described above would not necessarily be accomplished for a certain type of agency career personnel. You may have been brought into CIA as a Junior Officer Trainee. This meant that you were not the subject of a requisition for a certain type of position which should be filled by a career employee. Under these circumstances you came in because of the recognition by the Agency that there is a need for Junior Officers who have perhaps no specialization and who are not requisitioned to fill a specific position, but who will be able, with appropriate training and experience, to assume perhaps many different kinds of positions. Such personnel are selected for their characteristics and potentiality rather than for specific occupational experience.

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To continue with the story of [REDACTED], the Agency is taking action to find their man or woman to meet the requisition. There are many ways in which

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[REDACTED] may be contacted and the exact method in his case is not important.

The Agency finds him and determines that he is interested in a career with the Agency, and that he appears to be the man needed. As a result, [REDACTED] enters the process known as initial selection.

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The initial selection of career employees is one of the most painstaking and important personnel operations which this Agency conducts. It is not the intention of this booklet to describe it in detail. In brief, however, he and his background are examined carefully by security officers. Medical officers check his physical capacity and condition for long-range service with the Agency. Personnel officers review his qualifications and determine the degree to which he matches the personnel requisition. It is recognized that this is a very brief picture of extensive procedures adopted by and developed within CIA. Nevertheless, [REDACTED] the candidate for career employment, is screened with exceptional care to make sure that he has the potential and the qualities that the Agency needs.

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In order to tell of an important aspect of the initial selection process, it is necessary to indicate that Scot is being considered for employment as an Intelligence Contacts Specialist (International Conferences) in the Office of Collection and Dissemination. Within OCD there is a certain group of persons who will be in closer and closer contact with Scot as his career progresses. This group is the OCD Career Service Board. It is one of a number of Career Service Boards throughout the Agency, each concerned with a particular type of career employee. In one major component a Clerical Career Service Board has been established to concern itself exclusively with the utilization and development of all clerical and secretarial career employees within the component, and other major components are considering the establishment of similar Boards for clerical personnel. To return to the Board which most concerns [REDACTED], the Assistant Director/Collection and

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Dissemination is the Chairman of the OCD Career Service Board. The members of the Board are all top division and staff chiefs in OCD, and the senior men in those specialties. They may play a direct part in the initial selection of [REDACTED]

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They may provide each office and person involved in the initial selection process with a set of standards to guide them when selecting persons for OCD activities.

As a result [REDACTED] is being considered for employment in the light of the standards developed by the Career Service Board which will be most directly concerned in

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his career with the Agency. In this way the Board contributes to selecting new employees who have the desired potential for a lifetime career with the Agency.

The OCD Career Service Board has its counterpart in each major sub-division of the Agency. There are more than 20 Career Service Boards, and each is responsible for planning the utilization and career development of a group of career employees. Coordinating these Boards is the CIA Career Service Board. It provides the others with policies, it monitors and reviews their activities, and it gives needed advice and guidance. Its members are the most senior officials in the Agency who serve "in addition to their primary duties". Every decision which they make has a direct bearing on you and your career, and they meet very frequently.

25X1A9a [REDACTED] passes all of the selection processes with flying colors and is employed by the Agency. Although he has entered on duty he is nevertheless in a provisional period of employment. He cannot yet be called a career employee. Before he attains full career status of the type that we have in CIA he must successfully complete his provisional service and be accepted for "career status" with the Agency.

By the time that you enter on duty, the Agency has already made a sizeable investment in time, effort and money. This is only the beginning of the much greater investment the Agency makes in each career employee. [REDACTED] for 25X1A9a example, like any employee is rather soon exposed to Agency indoctrination and orientation. He attends courses on the organization, mission and functions of CIA. He receives security briefings. He is briefed on personal and personnel affairs. After he finishes this training he realizes the Agency's strong interest in training and may expect that as he assumes his first duties he will also receive on-the-job training. This is quite true, but something else may happen to

25X1A9a [REDACTED] before he is placed on the job. He may find himself engaged in a 3 month rotation type of training during which he goes to different OCD activities as both an observer and a trainee. This rotation training was planned by the OCD Career Service Board even though he may never have had the chance yet to meet the Board. This happens because the Board and the Agency both have made the assumption that Scot is going to be with CIA for a long time and that this rotation training within his specialized area would give him a good start. An interesting thing to note is that the rotation training given to [REDACTED] 25X1A9a was tailor-made for him and was designed to provide him with the specific

kind of orientation and indoctrination which he, as an individual, seemed to need. During all of this training, whether standard Agency training courses or special training arranged by the OCD Career Service Board, [REDACTED] is continuously evaluated 25X1A to measure both his performance and the potentiality which he displays. The results of these evaluations become part of his record and are significant guides to his further assignment and training.

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When [REDACTED] is finally placed on the job he is still in a provisional service period. During this period he is observed carefully. His performance is evaluated. The qualities and characteristics which he displays are noted. His supervisors are watching and analyzing him, not with the idea of trying to find him unproductive or ineffective, but rather for the purpose of helping him in every way that they can. They hope that he demonstrates that he has the qualities which CIA requires of its people. To them he represents a potential life-time career employee. He represents commercially perhaps tens of thousands of dollars but, much more importantly, he is a part of the national intelligence effort. Therefore, during his provisional service period he receives constant guidance. For example, several months after he assumes his set of duties he is contacted by a Placement Officer who, by interviewing both [REDACTED] and his 25X1A supervisor, determines that he is correctly placed and is functioning effectively. If he is not, the Placement Officer recommends reassignment or other action. There is a great deal of effort during this provisional service period to help the new employee and also to verify that he is the sort of employee to whom the Agency wishes to offer a career.

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Shortly before the end of his provisional service period several things happen in rapid succession to [REDACTED]. First his supervisor prepares a final report of his evaluations of Scot throughout their association. This report may include ratings on various qualities, a discussion of his attitudes and motivations, a report of his performance in his job, a review of his characteristics, or other methods for indicating whether or not [REDACTED] seems suitable 25X1A for long-term career service. The next thing that happens is that [REDACTED] OCD 25X1A Career Service Board independently evaluates him. The members of the Board may have a broader point of view than the supervisor because they are thinking of his suitability for career service both throughout OCD and Agency-wide. The third step in this career selection process is that all information 25X1A9a concerning [REDACTED] is reviewed by a selected panel of examiners in a procedure somewhat similar to that of the Foreign Service of the State

Department. The examiners in his case will have no connection with OCD. The purpose of their examination of his record, and possibly their interview with him, is to determine whether or not he is suitable for a career of service with CIA. It is to determine if he has the potentiality for development. It is to determine if he possesses the personal qualities desired by the Agency. The examiners review all the information in the hands of the officers and offices who participated in the preliminary selection of [REDACTED] the results of the evaluations by his supervisors, and the information concerning Scot which was prepared by the Career Service Board. Their decision for the CIA Selection Board is the final step in the process.

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A significant change in the status of [REDACTED] is accomplished. He officially assumes the status of a career employee. His records are so noted. He begins to receive the benefits, rights and privileges which go with his career status in the Agency. He also assumes certain obligations to the Agency which accompany his status. When [REDACTED] passed the CIA Selection Board and therefore was approved by the Director of Central Intelligence for membership in the Agency's career service, he was in effect joining, with career intentions, a unique Federal activity. He can expect certain obligations to be imposed on him as a result of the unusual nature of the national intelligence activity, but he also will receive substantial benefits, both directly and indirectly. Career status with CIA has been described as a sort of contract between you and the Agency with the mutual intention of a long-term association, as joining a group of people who work together in a dedicated effort to accomplish the national intelligence goals, and as forming an association in which you will receive advancement commensurate with demonstrated ability, and an opportunity for a satisfying and rewarding life-time career. Perhaps the simplest way to paint this picture is to continue with the

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story of [REDACTED]

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If [REDACTED] were a Logistics specialist, he would have been given the career designation of that Board--"CD-LO" (Career Designation, Logistics).

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Since [REDACTED] is with the OCD Career Service Board, he has been given the career designation of CD-CD (Career Designation, Collection and Dissemination). As long as he carries this career designation the OCD Career Service Board will be closely concerned with his utilization, training and development, and will be taking other action to provide him with a rewarding career during which he can expect to work productively.

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██████████ learns that one of the most significant features of the career service program within the Agency is the individual career development plan. There will be such a plan for you. Your plan is a logical estimate and prediction as to where in your career you should be years from now. It is more than a prediction. It is a schedule and a series of recommendations for getting you there. It is based upon an analysis of your qualifications, performance and potential. It is the best estimate of the type of work and the kinds of positions in which you have the greatest value now and the greatest potential ability for the future. It is based to a large extent upon your own wishes and your occupational goals and interests. It is considered when personnel actions concerning you are proposed and it serves as a guide to your assignment and reassignment, to your training, to your rotation, and to other aspects of your development. It is a statement of the direction in which your career will probably develop most effectively for the next few years and it is an outline of the actions required for this development. In summary, your career development plan is a frequently reviewed recommendation as to how you may be developed to be of most value to the Agency and to have a rewarding and satisfying association with the Agency throughout your career.

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The OCD Career Service Board develops an individual career development plan for ██████████. It is made to his specifications in the sense that a

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tailor designs a suit of clothing. It represented the results of the OCD Career Service Board's evaluation of ██████████. It is based upon the Board's knowledge of the future personnel requirements of OCD and other Agency activities. It could even (and frequently does) recommend that a ██████████ be developed for another type of activity within the Agency rather than in OCD. The plan presents recom-

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mendations as to how ██████████ can be groomed and developed so that he advances in accordance with Agency requirements. It specifies training courses to develop him for the future, assignments to equip him with the knowledge he should possess, rotation training to broaden his experience and overseas duty he should experience.

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The essential feature of all career development plans is that they are individually designed. The plan for ██████████ is not just like the plan for anyone else, just as ██████████ differs from all other people. The plan is revised

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whenever necessary. It is extended or it is changed. It will be changed if ██████████ fails at a certain type of work, or when a certain type of activity is

found to be of lesser importance because of changed emphasis in the National Intelligence objectives. It will change if [REDACTED] shows new potentialities or develops new interests. It is flexible and adjustable, but is continuously projected into the years ahead and represents a systematic plan for individual development.

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The career development plan for [REDACTED] is submitted to his organizational component with the recommendation by the Board that it be implemented. A copy of the plan is placed in the official personnel folder in order that those who consult the folder may be aware of the planning which has taken place with respect to [REDACTED]. Finally, a record of the plan is kept by the Career Service Board in order that they may consider it whenever faced with proposals concerning his utilization and development.

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The question has been asked: "Do I have anything to say about what appears in my plan or is it all a paternalistic, benevolent decision by a Career Service Board?" As presently conceived, you will definitely have something to say about what your plan recommends. Some Career Service Boards are already establishing arrangements whereby the career employee is interviewed with respect to his career development plan. During the interview he tells what his occupational interests are, what types of work and activities he likes and dislikes, what kind of offices he prefers to be associated with, and similar information. Such information must be considered by a Board when preparing development plans, because in the long run the individual does his best work when he is engaged in work which he likes and in which he is interested.

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Many things happen to [REDACTED] during the years in which his career with CIA unfolds, just as many things will happen to you. For example, he is recommended by his supervisor and his office for a training course. A decision of this sort is made carefully and with full consideration of the interests of the office and the Agency. Nevertheless, [REDACTED] has the career designation of the OCD Career Service Board, and therefore this Board reviews the training request. Is this training course an appropriate development action for [REDACTED]?

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Would this training course conform to the career development plan developed for [REDACTED]? Does it represent a proper utilization and development of him, and an action suitable to his own career interests? Does this training steer him perhaps in the wrong direction considering the future personnel requirements of the Agency? The OCD Career Service Board considers these points and others when

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reviewing and approving training requests for [REDACTED].

The Agency's career program embraces many types of training. The Office of Training conducts regular courses on Intelligence subjects. Arrangements are frequently made for career members to attend established courses at U.S. colleges and universities. Language training is given, attendance is provided at Service schools including the National War College [REDACTED]

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[REDACTED] Clerical training and clerical refresher courses of several types are offered, as well as specialized administrative training courses. These few examples are only illustrative of the very wide variety of different types of training offered by the Office of Training, or for which it makes arrangements.

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[REDACTED] is recommended for promotion by his supervisor and by his office. Such actions are carefully reviewed by the Personnel Office which certifies, among other things, that he is qualified for the position to which he is being promoted. Nevertheless his Career Service Board must review the recommendation for promotion. It is possible that a single Career Service Board, such as the OCD Board, may have developed special requirements for promotion of people with that career designation. It must develop such requirements, for example, in order to insure that there is fairness of promotion throughout OCD activities. They must adjust requirements for such matters as promotion to the specific needs of OCD personnel and their development. It is not in the business of trying to stop or slow down promotions for personnel carrying its career designation. The Central Intelligence Agency is now a maturing organization and it is quite possible that the general promotion rate will be slowed down somewhat, but no Career Service Board will review promotions solely from the point of view of making them more difficult. Its purpose is to make them equitable and suitable for known needs.

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It is quite possible, of course, that as [REDACTED] progresses through his career he may find at a certain time that he has not been recommended for promotion even though he has had several years in grade and believes that he is performing quite effectively. His Career Service Board may observe this lack of advancement and become concerned about the reasons therefor. It questions his organizational component concerning the reasons for his failure to be recommended for promotion. Is it true that he is not good enough to promote? Has he reached his peak? Perhaps there is simply no opportunity for promotion in the office where he is assigned and in such cases it is possible that his Career Service Board

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could recommend him for certain reassignments which might give him a chance to obtain the promotion he merits. It is also possible that his Career Service Board would discover that he needs more training and that the lack of such training has prevented him from being effective; in such cases the Career Service Board may determine the type of training which would help him. The Board may discover upon inquiry that he is in a line of work which he simply doesn't like and that as a result he is not performing too satisfactorily. If the Career Service Board believes that he has the necessary potential they might in such cases recommend that [REDACTED] be reassigned to a kind of work which he would like more and in which he would be more effective. These actions by the Board may happen to [REDACTED] and to each one of you.

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When [REDACTED] is recommended by his office for reassignment his Career Service Board will review the recommendation carefully. It determines answers to such questions as the following: Does this reassignment for which [REDACTED] is proposed conform to his career development plan? Is it in the long-range interests of the Agency that he take this assignment? Is it in his own interest? Would this proposed assignment waste too many of his skills? The Career Service Board recognizes that it is quite possible for a man to be assigned to a job for which he is well-qualified but that there may be other work which needs to be done and which would utilize a great deal more of his abilities and talents and is more important. The Board, still considering the interests of the individual, will question whether or not the proposed reassignment would place [REDACTED] in a type of work which they know he likes and does well.

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The Board will determine if the proposed new assignment means that [REDACTED] is actually starting in a new career direction, perhaps outside OCD activities, and will decide whether such change would be in the best interests of the Agency. Many such things are considered by his Career Service Board when [REDACTED]

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[REDACTED] is proposed for reassignment. These same things are considered for each career employee by his Career Service Board in similar circumstances.

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As his career progresses, [REDACTED] finds that service with the Central Intelligence Agency is not always easy and relaxing. Those who serve with CIA may encounter trying personal difficulties and hardships. It is possible that you may be injured, hospitalized or incapacitated. Your wife or husband might become ill while you are in another country. Your dependent children may not be able to go to school if the local schools are inadequate

or are far too expensive. Perhaps a portion of your life insurance will not be valid under all conditions of employment. You may find that the type of work in which you have specialized has been terminated by the Agency. You might find any one or more of these difficulties during a career with CIA. In such circumstances you and [REDACTED] will find that the Agency will do what it can to take the best possible care of you. It will attempt to help you overcome such troublesome circumstances as it can. It recognizes such troubles, and when it can't do anything about them directly, it may be able to provide compensation for them in the form of special benefits or allowances. It wishes to help its career employees find solutions to problems which result from their service with the Agency. If your difficulties are caused because you are with CIA, the Agency recognizes the fact and wants to do something about it.

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What are some of the programs and plans which assist career employees of the Agency in meeting these problems? As the first example, medical assistance is available to career employees. Wherever stationed, you are covered by the Federal Employees Compensation Act. When employees are injured in the performance of duty, full medical care and hospitalization are assured. If injury sustained in the performance of duty results in permanent disability, the employee continues to receive two thirds of his basic pay, and in the event of death liberal payments would be made for the support of dependents.

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[REDACTED]

Because Agency personnel may experience difficulty in obtaining full coverage under regular life insurance programs, term insurance is made available for career employees who may be called upon to serve overseas. Employees may participate in this insurance program even though an overseas assignment is not imminent at time of application. You will find that the premiums are scaled to a most reasonable plan.

Under certain conditions the Central Intelligence Agency provides educational costs for school-age dependents of its overseas personnel. There are some circumstances in which the Agency lacks authority to pay education expenses and, therefore, the Agency is asking Congress for the necessary authority to provide such benefits in a consistent and equitable manner.

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[REDACTED] in common with all other career employees of the Central Intelligence Agency, is eligible for the benefits included under the Civil Service Retirement Act. The Agency has been intensively studying the adequacy of this retirement program in relation to the obligations of service imposed on career employees and it has been concluded that a liberalized retirement system should be established for CIA.

Personnel readjustments occur in almost every form of organization unless it has been frozen in a rigid mold. The changing emphasis given to individual work programs from time to time produces the necessity for such readjustments in the Central Intelligence Agency. Persons like [REDACTED] or you, who expect a permanent career in CIA, would naturally like to know what the Agency would do with employees if their positions must be eliminated because a particular work program may have been curtailed. The Agency has developed procedures which guarantee career employees opportunities for placement in other positions for which they may qualify. If additional training is required in order to develop the skills necessary to perform in such positions, the Agency will make every reasonable effort to furnish such training. Only as a last resort, when the reduction of funds appropriated to the Agency offers no other alternative, will the Agency invoke a reduction in force. Such staff reductions will be made in accordance with a system which insures that you will not be separated by whim or caprice.

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If the Agency believes that a career employee should be separated from employment, this will be done only after he has been given a statement of reasons for the proposed action, and has had an opportunity to reply,

including the right to present such reply before an impartial hearing group.

While the Agency hopes to eliminate any basis for complaint by career employees, it recognizes that sometimes questions will arise which cannot be satisfactorily answered by supervisors. You should feel free to express your complaints on any subject to the Inspector General, without fear of repercussions or reprisal for having stated such a complaint.

These, in summary, are some of the benefits and programs which should give you confidence that the Agency wants to satisfy your expectancy of a lifetime of service to the CIA.

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At frequent intervals throughout his career, [REDACTED] is the subject of a Personnel Evaluation Report. This report concerning [REDACTED] (and every other career employee) is prepared annually, and also whenever he changes supervisors. In the first part of the report the career employee states exactly what his duties have been, and also what kind of work he would like to do and believes he is best-suited to do. He indicates his interests, and states forthrightly what he wants in his career. In the second part of the Personnel Evaluation Report, the supervisor of the career employee formally "evaluates" him by summarizing the conclusions he has reached during his constant association with the employee throughout the period covered by the report. In your report your supervisor summarizes how well you performed each of your major duties. He states in what ways you have been more than satisfactory as an employee and as a person. He may describe your attitude, your significant characteristics, and the working relationships which you have formed during the course of your duties. He indicates in what respects you need further improvement or development. He also may recommend you for specific training courses, for reassignment to another component or a different kind of work, or for rotation training whether within or outside the office to which you are assigned. After your supervisor has recorded this evaluation of you, he discusses it with you in detail, in order that you may be aware of his opinions and thus know in which ways you must strive for self-improvement and advance your career. After this discussion, your supervisor presents the report to his supervisor who reviews it and indicates his own evaluation of you if it differs from that of your supervisor.

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Your Personnel Evaluation Report receives a lot of attention. The head of the component to which you are assigned may review it to keep informed of your development, and perhaps to direct action to improve the way in which

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you are being utilized and developed. The Placement Officer who provides service to your component will review the report to keep informed of your progress and your interests, and to recommend appropriate assignments and reassignments for you. The report is placed in your official personnel folder in order that it may be examined whenever you are being considered for training, reassignment or other personnel actions.

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A copy of the Personnel Evaluation Report for [REDACTED] goes to his Career Service Board. There it is examined carefully. If [REDACTED] supervisor reports certain weaknesses or certain skills which need improvement, the Board may take action to recommend plans for improving his weak points by appropriate training or reassignment, or other development action. If the report shows that he is not performing his work satisfactorily, the Board finds out what action is being planned for him. It may recommend that he be reassigned to other work in which he might be more effective. The Board may determine that [REDACTED] is malassigned and therefore it recommends certain new assignments for him in which he might perform more satisfactorily. Examination of the Personnel Evaluation Report may indicate to the OCD Career Service Board that [REDACTED] strongly wants a different kind of assignment or a certain training course, but that his supervisor did not so recommend when he completed his part of the report form. In such cases the Board may arrange for [REDACTED] to be interviewed to obtain further information concerning his desires and what he meant to indicate on the Personnel Evaluation Report. Under certain circumstances the Board may recommend that he receive certain training or assignments. Finally, examination of the Personnel Evaluation Report may indicate to the Board that [REDACTED] supervisor wishes him to receive specific training or reassignment. If the Board concurs, it will take action to insure that the recommendations are carried out. If it does not concur in the supervisor's proposals, it will indicate that it does not concur and why. Each of your Personnel Evaluation Reports gets this sort of careful examination by your Career Service Board.

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Despite the evidence of their activity, Career Service Boards do not exist to push along the man who has no initiative. A Career Service Board does not arrange for you to be trained; it does arrange opportunity for you to train yourself. The knowledge and experience which come from a planned assignment are not automatically imparted to you; you must work for him and gain them. A career development action is only offered to the individual

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when it is believed that he will work at it and benefit from it. [REDACTED]  
soon learns that the entire career service program is designed not so much to  
develop you as it is to give you a chance to develop yourself.

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It is quite difficult for the Agency to offer to [REDACTED] and to  
other career employees the full measure of recognition which they might like.  
Because of the security conditions in an intelligence organization it is not  
possible to make public the recognition for accomplishment or heroism which  
may be your due. For those career employees who follow professional pursuits  
which are organized nationally in terms of societies and in which recognition  
is gained by reporting results or findings, the Agency cannot always permit the  
fullest measure of recognition. Recognition received by these and other career  
employees for achievement, for work well done, or for heroic acts, must be com-  
pletely internal. In addition to the more intangible recognition of your  
accomplishments by your associates, the Agency is developing more tangible  
forms of recognition. Career employees under specified circumstances may be  
awarded the National Security Medal and the Medal of Freedom for both achieve-  
ment and valor. CIA awards for both achievement and valor are being established;  
these are gold, silver and bronze medals for accomplishments both in the United  
States and overseas. Since such forms of recognition may not be completely  
adequate substitutes for the recognition possible to those outside the intelli-  
gence family, this problem is being studied carefully and there will be improve-  
ments within the limitations of security.

Although the career employee receives a number of benefits and privi-  
leges that accompany a career with the Agency, he also experiences and assumes  
certain obligations. The career service program is, however, not a plan whereby  
in exchange for every obligation imposed there is a special benefit as a form  
of compensation. Certain obligations will always be imposed upon people who  
dedicate themselves to a career in an intelligence organization. The most  
obvious obligation, of course, are dictated for security reasons. There is  
the necessary anonymity and cover. There is a need to live security. There  
is the compartmentation of knowledge from activity to activity, and the  
acquisition of knowledge only on a "need-to-know" basis. These obligations  
and others are assumed when employment with CIA is accepted. The benefits  
of the career service program are not attempts solely to make up for the  
obligations. They represent efforts on the part of the Agency to attain the  
maximum interest of its people in their work. They are methods of management

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and of cooperative work. The program attempts to achieve optimum conditions under which personnel can work together effectively and in a common cause, and attempts to make CIA careers satisfying and rewarding so that people will desire them. The program benefits the individual career employee, and it also benefits the organization as a whole; thus it helps the national intelligence mission. The program isn't designed to be paternalistic or to be a form of benevolent dictatorship under which people sacrifice certain rights in order to achieve certain rewards. It is a program designed to attract the most competent people, to motivate them to a maximum effort, to develop and advance them commensurate with their abilities, to reward them and to make them enjoy and find their own forms of satisfaction in their association with the Agency. The career service is a group of dedicated people, carefully selected and extensively trained, who accept an obligation to devote themselves permanently to the needs of the intelligence service of the United States. In return, they receive the satisfaction of a job well done, and such emoluments and benefits as are appropriate such a service, including the expectancy of a permanent career in CIA.

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